

**MANAGEMENT PROGRAM - FISCAL YEAR 1955**

**ORGANIZATION & METHODS STAFF**

**MANAGEMENT STAFF, DD/A**

(Program will be adjusted to  
fit the requirements of the  
fourth directorate - DCI,  
AD/P, D/T, & AD/C Area)

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## Management Program - Fiscal Year 1955

1. This report regarding the above subject is submitted responsive to your request of 1 December 1954. The information is tabulated as follows:
  - a. Projects completed to date during FY 55.
  - b. Projects currently underway.
  - c. Program contemplated for FY 55.
  - d. Projects proposed for the remainder of FY 55.

2. Projects Completed to Date During FY 55

<u>Project No.</u>	<u>Project Title</u>	<u>Remarks</u>
4-51	Review of OSI Mission and Functions	Functions developed for all Divisions and Staffs as now constituted. Recommendations for reorganization submitted to AD.
4-107	OCD Missions and Functions	Prepared by OCD and revised by Mgt. Staff. Published in OCD thru Branch level.
4-119	OCI Realignment	Mgt. Staff work completed. To be submitted thru formal channels upon resolution of grade problems.
4-123	BIG Secretariat Procedures	
5-3	OSI ELINT Branch	
5-31	Mission and Functions of Special Assistant for Planning & Coordination (DCI's office)	
STATSPEC	5-43 <input type="text"/> T/O Cutback to Ceiling	
5-39	Proposed Reorganization, Scientific Resources Division, OSI	Recommended against proposal
5-42	Ceiling Study	
5-44	OSI T/O Cutback to Ceiling	

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	<u>Project No.</u>	<u>Project Title</u>	<u>Remarks</u>
25X1A	5-47	Commo [redacted] T/O Cutback to Ceiling	
	5-48	Commo [redacted] T/O Cutback to Ceiling	
	5-52	Commo [redacted] T/O Cutback to Ceiling	
	5-53	Centralization of DD/I Graphics Facilities	
	5-55	Reallocation of Consumer Industries Responsibility Within ORR	

3. Projects Currently Underway

	<u>Project No.</u>	<u>Project Title</u>	<u>Status</u>
	5-4	Creation of a Commo Supplemental Programs Div.	50% complete; to be reactivated shortly - see related Project No. 5-46.
	5-45	Reorganization of Commo Engineering Division	Organizational structure and functions concurred in by AD/Commo and Logistics. 75% complete and pending resolution of budget and classification problems.
	5-46	CIA ELINT Responsibilities	Proposed functions for all Agency components developed jointly by Mgt. Staff & ELINT Advisory Committee. Forwarded by Mgt. Staff to CIA ELINT Staff Officer for final review and approval. DCI approval is next step. 40% complete.
	5-49	ORR Requirements Survey	Not started.
	5-50	CIA Photo Intelligence Services	50% complete. Now awaiting contributions by operating personnel within the ORR Photo Intelligence Division. Proposed regulation has been outlined and partially drafted by Mgt. Staff
	5-51	ORR Local Reproduction	Not started.

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<u>Project No.</u>	<u>Project Title</u>	<u>Status</u>
5-57	T/O Change and Reorganization, OCD Industrial Register	50% complete; Mgt. Staff proposal to be discussed soon with OCD. The change proposed is small, but the real problem involves a comparison of differences in organizational structure of the four OCD Registers.
5-58	ORR and OSI Document Flow and Distribution	Recently started in OSI. Decision reached as to assignments of all O&M Examiners to OSI & ORR. Started today in ORR. This is an extremely important project designed to reduce the volume and complexity of paper traffic in the DD/I Area. To be expanded later to cover all DD/I Offices. May ultimately offer a basis for Agency-wide study.

#### 4. Program Contemplated for FY 55

- a. Critical examinations of organizational structure, missions and functions within DD/I and Commo Offices. We have finished our work in OSI, CCI, and the Economics Divisions of ORR. We have also completed the Engineering Division of Commo. Our program contemplates continuance of this work in the remaining areas.
- b. Basic procedures studies. Our program envisages studies of the more significant procedures common throughout the DD/I Area. Work simplification studies of Commo are planned. It is my opinion that Commo's basic procedures are not in need of a great deal of attention.
- c. Utilization of office business machines. In the DD/I and Commo Areas, studies are required in order to take advantage of new machines on the market and under development. These machines are largely in the information handling and reproduction fields. [redacted] of course, is our main stem on this one.
- d. Work measurement. None of significance has yet been done and there are areas where this would pay dividends. Commo and OCD offer fertile areas for work measurement studies.

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5. Projects proposed for the remainder of FY 55.

Quite obviously all of the program set forth above will not be accomplished in FY 55. However, it is planned to initiate projects in satisfaction of the program. Projects desired are:

- a. Critical examinations of the organizational structure, missions and functions within OCD and Commo. I feel that OO and the Geographic and Coordination Areas of ORR should receive a FY 56 priority.
- b. Basic to functioning of the DD/I Area, as well as other Agency components, is the problem of documenting, organizing, and handling our intelligence information. A start has been made in our Project No. 5-58, ORR and OSI Document Flow and Distribution. This project could easily absorb all remaining FY 55 time of the four O&M Examiners assigned to the DD/I and Commo Areas.
- c. The following machine systems are under study and/or installation:
  - (1) Electronic Searching Selector (OSI for the present)
  - (2) Aperture Card (OCD Intelligence files)
  - (3) Eastman Kodak's Minicord System (under study especially for application to intelligence files)

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[redacted] is doing additional work affecting the DD/I and Commo Areas, but the above machines tie in closely with procedures on which O&M Examiners are and will be working. It will be necessary at some time in the future, space permitting, to examine the scattered and diffused IBM machine operations in the Agency.

- d. Work Measurement. Present budgetary and ceiling limitations make it highly desirable to select appropriate areas for work measurement applications. OCD and Commo are both fertile areas. However, work measurement should begin only after organization and procedures studies are out of the way. Unless additional manpower is assigned, not much of a dent can be made in work measurement during FY 55.
6. As a part of a continuing responsibility, we are planning to complete the cutback of T/O's to equal ceiling. Most of this has already been done.

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DD/A AREA

Management Program - Fiscal Year 1955

1. The Overall Program. On an area-wide basis it is planned to undertake a series of management surveys of each of the major elements (Offices) of the DD/A Area. These management surveys will consist of (a) an organizational study of each element having as its objective the establishment of a sound organizational pattern and a reasonable span of control; (b) a study of the workload for the purpose of determining the staffing pattern representing the manpower required to accomplish the mission of the element; (c) the establishment of a table of organization and personnel ceiling based on the workload; and (d) a study of the overall procedures of the element.

Following the completion of these management surveys it is planned to initiate a series of detailed procedures surveys of the DD/A elements. Each of these surveys will consist of (a) a detailed study of procedures presently in effect; (b) analysis, simplification, mechanization and other improvement of procedures; (c) installation of improved procedures; and (d) preparation of a procedures manual for each DD/A element either in narrative or chart form or a combination of these methods.

2. The Program for Fiscal Year 1955.

- a. Management Surveys for each of the following Offices:
  - (1) Office of the Auditor-in-Chief
  - (2) Office of the Comptroller
  - (3) Office of Training
  - (4) Security Office
  - (5) Medical Office
  - (6) Office of Personnel
- b. A Procedures Survey in one major DD/A element, either Logistics Office or Security Office.
- c. A work measurement system for the Finance Division, Office of the Comptroller.

This program is based on a staff of six examiners. The status of work done to date (12-2-54), and the schedule for additional surveys, is covered by the following paragraphs.

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3. Projects completed as of 12-2-54:

- a. Office of the Auditor-in-Chief. Management survey. (Report completed - action on report awaiting Office of Personnel concurrence as to grades.)
- b. Office of the Comptroller. Work measurement system for the Finance Division.

4. Projects under way as of 12-2-54 (Dates shown are for completion of reports):

- a. Office of Training. Management survey, estimated completion date 1-15-55.
- b. Security Office. Management survey, estimated completion date 1-31-55.
- c. Medical Office. Management survey, estimated completion date 12-31-54.
- d. Office of the Comptroller. Management survey involving, in addition to a review of the organization and staffing, a somewhat detailed study of basic procedures. Estimated completion date 6-30-55.
- e. Other Projects. Study of disposition of classified waste. Estimated completion date 1-15-55.

5. Projects proposed to be started this fiscal year:

- a. Management Survey, Office of Personnel. It is estimated that this survey could be undertaken about 2-1-55 and possibly completed by 6-30-55.
- b. Procedures Survey. At present it is expected that this will be either the Logistics Office or Security Office. The probable date for undertaking this survey is 3-1-55.

DD/P AREA

Management Program - Fiscal Year 1955

1. Manpower Surveys directed at:

- a. Determining the accuracy and effectiveness
  - (1) of the numerous controls currently affecting the processing of personnel matters
  - (2) existing records systems in reflecting the actual assignment of personnel
- b. Determining the number of persons paid at headquarters with unvouchered funds
- c. Analysis of the effectiveness of existing personnel and organizational systems under which the various organizational elements operate
- d. Arriving at conclusions affecting personnel management in specific instances under special circumstances
- e. The development and installation of improved manpower control mechanisms
  - (1) to correct inadequacies revealed
  - (2) to strengthen the effectiveness of such controls
  - (3) to provide for more accurate cost accounting of OI funds
  - (4) to provide for more accurate and adequate strength accounting particularly with regard to assignment and status of personnel.

2. Organizational Surveys to give prime consideration to problems of inter-office working relationships and administrative control (DD/A vis a vis DD/P Admin. functions).

3. Procedural Surveys directed at improving the Project approval mechanism.

4. Administrative Burdens Survey to determine:

- a. How much the Clandestine Services (as a unit and in specific fields) is "over-administered."
- b. The extent to which excessive manpower and effort (duplicatory and otherwise) is spent unnecessarily in administrative work.
- c. Sufficient facts on which to base recommendations for corrective action as may be required to decrease the administrative burden, without damage to efficient management of the Clandestine Services.